

MAST
Human Resource Management

3. Orientation and Training

Sarah L. Fogleman

Former K-State Extension Agricultural Economist
sarahfogleman@gmail.com

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Who needs training?

- Employees who are new to the business and industry
- Employees who have experience but are new to your business or site
- Employees moving to new positions within the business or those being given new responsibilities
- Any employee who would benefit from learning or improving skills

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Why Training is Important

- Training gives people the tools and knowledge they need to be successful in their jobs.
- People who don't feel comfortable performing their jobs are more likely to leave, resulting in turnover and the need to do even more training
- Training is one vital step in creating a safer workplace.



Training Teaches

- Who does the job
- What the job is
- When the job must take place
- How a job is performed
- Where the job fits in respect to the overall business
- Why the job is important



Preparing to Train

- Decide who will be conducting each portion of the training process
- Establish the training objectives (what will be learned) and the timeline (by when)
- Refer to the Job Description to make sure the training process will prepare the new hire to do everything that is asked of him/her
- Set times and methods for evaluating the trainee's progress

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Training vs. Orientation

Training

- Focuses on skills and knowledge
- May last up to one full year
- Should occur for both current and existing employees
- May have formal and informal elements

Orientation

- Focuses on social and/or non-technical elements of the position and business
- Will usually last one month
- Typically occurs only for employees new to business or site
- May have formal and informal elements

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Learning Styles

- **Watchers**—prefer to be shown and learn best by demonstration
- **Readers**—prefer to read written instructions and learn best when left alone with materials
- **Doers**—learn best by doing and learn best from trial and error
- **Sensors**—need to understand the meaning of the entire procedure and how the steps fit together

Source: Gray, K.S. and Herr, E.L. (1998). Workforce Education: The Basics. Boston: Allyn and Bacon.

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Tell-Show-Do-Review

- Tell the learner how and why the procedure is performed
- Show the learner how to perform the procedure by physically demonstrating
- Do allow the learner to perform the procedure while you observe
- Review the process the learner went through, recognize areas where the learner performed well and highlight areas for improvement

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Tips for Trainers

- Successful trainers take the time to recognize the learning style of the person they are trying to train.
- They should adapt their teaching style to meet the learner's preference when possible.
- Be creative. Adding variety to the training process will keep the learner interested and engaged.
- Note that many people learn best when a combination of learning styles are used.

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Cross-Training

- Teaches employees a respect of other aspects of the operation
- Prepares employees for emergency situations when they must fill in for coworkers or take on temporary assignments while the business is short-staffed.
- Allows employees to understand why they perform tasks that their department may never see any benefit from

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How long should a training period last?

- The official training period for new employees should be no shorter than one full production cycle.
- Ideally, training would continue for at least 365 days.
- Training, in some form, should be a constant priority for your business.

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Professional Development

- Make time for training on new topics, or refresher courses on basic topics, for all employees
- Consider this an investment in the value of your people
- Remember that training is often seen as a reward for strong performance
- Professional development is one key to improving professional behavior

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Implement and Maintain a Safety Program

- This may be the aspect of HR risk that can ultimately have the greatest cost
- Create a safety culture
 - Provide full training on safety practices
 - Have documented proof that all employees know and understand the safety procedures
 - Have and use penalties for unsafe behavior
 - Provide incentives for safe behavior

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Questions?

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